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ABSTRACT

The policy statement on contract faculty employment presented in this document was adopted by the Academic Senate for California Community Colleges as a model conforming to the provisions of Assembly Bill (AB) 1725. The statement includes sections on hiring philosophy, affirmative action, position identification, search procedures, selection committee procedures, and statement review and revision. The statement indicates that all participants in faculty hiring will be trained in affirmative action goals and timetables of the community college, and that an affirmative action committee will be established. The selection committee will consist of four faculty members, an area administrator, and a member from the affirmative action committee. A faculty member from the subject area from another school may also be appointed, as well as a classified staff member and/or a student. The selection committee shall review all applications and select applicants to receive interviews. Qualifications desired in applicants include the following: (1) qualifications which show sensitivity to and understanding of the diverse academic, socioeconomic, cultural, and ethnic backgrounds of community college students; (2) academic qualifications beyond the minimum which would facilitate effective teaching or other service; (3) prior experiences such as teaching, counseling, or librarian experience; and (4) specific preparation to offer instruction or other service in the particular area. The selection committee will evaluate candidates, formulate interview questions, conduct interviews, use a rating system to evaluate responses, and assist in conducting reference checks of applicants. After committee recommendations are made, the college president will choose a finalist to recommend to the chancellor and board of trustees. If the president and the selection committee cannot agree on a candidate, then the position will be reopened. The hiring policy and its procedures are subject to review and revision at the request of either the academic senate or the board of trustees. Relevant sections of AB 1725 are cited. (WJT)

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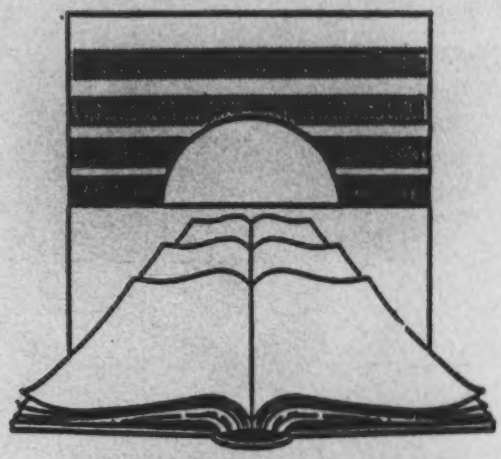
FOR
CALIFORNIA COMMUNITY COLLEGES



CONTRACT FACULTY
HIRING PROCEDURES:
A MODEL BASED ON
ASSEMBLY BILL 1725

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CONTRACT FACULTY HIRING PROCEDURES: A MODEL BASED ON ASSEMBLY BILL 1725

A Position Paper Prepared by the
Academic Senate Educational Policies Committee

Philosophy

It is the policy of the _____Community College District that faculty hiring procedures and guidelines be established to provide for college faculties of highly qualified people who are experts in their subject areas, who are skilled in teaching and serving the needs of a varied student population, who can foster overall college effectiveness, and who are sensitive to and themselves represent the racial and cultural diversity of the adult population of the state of California.[1]

The governing board represented by the administration has the principal legal and public responsibility for ensuring an effective hiring process.[2] The faculty represented by the academic senate has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process[3] which is to ensure the quality of its faculty peers.[4]

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[1] Section 4 (p) (1) "The laws, regulations, directives, or guidelines should help the community colleges ensure that the faculty and administrators they hire and retain are people who are sympathetic to the racial and cultural diversity in the colleges, are themselves representative of that diversity, and are well prepared by training and temperament to respond effectively to the educational needs of all the special populations served by community colleges."

[2] AB 1725, Section (s) (2): "The governing board of a community college district derives its authority from statute and from its status as the entity holding the institution in trust for the benefit of the public. As a result the governing board and the administrators it appoints have the principal legal and public responsibility for ensuring an effective hiring process."

[3] AB 1725, Section 4 (s) (3): "Faculty members derive their authority from their expertise as teachers and subject matter specialists and from their status as professionals. As a result, the faculty has an inherent professional responsibility in the development and implementation of policies and procedures governing the hiring process."

[4] AB 1725, Section 4 (t) (1): "....While the precise nature of the hiring process for faculty should be subject to local definition and control, each community college should in a way that is appropriate to its circumstances, establish a hiring process that ensures that: (1) Emphasis is placed on the responsibility of the faculty to ensure the quality of their faculty peers."

Contract Faculty Hiring Procedures

District hiring procedures are based on a recognition that responsibility for selecting these well-qualified people is shared cooperatively by both faculty members and college administrators, participating effectively in all appropriate phases of the hiring process.[5] The responsibilities of these individuals include identifying positions; following the district's affirmative action policy; reviewing and formulating job descriptions; advertising positions; screening, interviewing, and selecting the recommended candidates. All procedures relative to faculty hiring shall be characterized by strict confidentiality.

Beyond requiring a joint and cooperative exercise of responsibility, the hiring process should be focused on ensuring that the community colleges will select teachers who can teach and who are experts in the subject matter of their curriculum; and counselors, librarians, and other instructional and student services faculty who can foster community college effectiveness and who are experts in the subject matter of their speciality.[6]

Affirmative Action Procedures

All participants in the process are given appropriate training in affirmative action procedures and the affirmative action goals and timetables of the community college so that success in reaching those goals is better assured.[7] At each level, nominating entities and selection committee members have the responsibility to ensure that individuals, preferably minorities, the disabled, or women, who are knowledgeable about and responsible to the community college's affirmative action goals are included on all selection committees or similar groups.[8] An affirmative action committee shall be established under the auspices of the academic senate. Members of this committee shall receive appropriate training and shall be expected to serve as members on selection committees. The affirmative action officer shall serve as a consultant on district and state guidelines and be responsible for monitoring the district's affirmative action procedures, including but not limited to a review of the job descriptions and announcements, composition and procedures of selection committees, and the adequacy of the pool of applicants.

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5 AB 1725, Section 4 (t) (2): "Both faculty and administrators participate effectively in all appropriate phases of the process."

6 AB 1725, Section 4 (s) (4): "Beyond requiring a joint and cooperative exercise of responsibility, the hiring process should be focused on ensuring that the community colleges will select teachers who can teach and who are experts in the subject matter of their curriculum; and counselors, librarians, and other instructional and student services faculty who can foster community college effectiveness and who are experts in the subject matter of their specialty."

7 AB 1725, Section 4 (t) (6) "All participants in the process are given appropriate training in affirmative action procedures and the affirmative action goals and timetables of the community college so that success in reaching those goals is better assured."

8 AB 1725, Section 4 (t) (7) "Individuals, preferably minorities or women, who are knowledgeable about and responsible to the community college's affirmative action goals are included on all selection committees or similar groups"

9 AB 1725, Section 4 (t) (3) "Positions to be filled are normally identified through a well defined, thoughtful, planning process."

10 AB 1725, Section 4 (s) (4) "This means that the colleges may establish criteria for hiring that go...beyond the minimum qualifications set by regulation. The establishment of additional criteria of this sort should be expected and encouraged."

Contract Faculty Hiring Procedures

Position Identification and Search Procedures

The need for contract faculty positions shall be cooperatively determined through a well-defined, thoughtful planning process involving college administrators, the academic senate, and faculty in the subject area departments.[9] A joint recommendation on the positions to be filled shall be presented by the college president to the district chancellor and board of trustees. Subject area needs shall have been reviewed to determine strengths, weaknesses, special skills needed, and affirmative action goals. The appropriate subject area faculty together with the first-line administrator shall develop the faculty job descriptions, requirements, and desireable qualifications. The minimum qualifications may not be reduced by this process. However, through this process the minimum qualifications may be broadened or raised. Such practice is expected and encouraged.[10]

These additional qualifications, as all steps of this hiring process, should help the community colleges ensure that the faculty and administration they hire and retain are a people who are sympathetic and sensitive to the racial and cultural diversity in the colleges, are themselves representative of that diversity, and are well prepared by training and temperament to respond effectively to the educational needs of all the special populations served by community colleges.[11]

Desirable qualifications include the following:

A. Desirable qualifications shall be included that establish as a qualification sensistivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.[12]

B. Desirable qualifications may include the following:

1. Academic qualifications beyond the minimum set by law and regulation if these qualifications would provide the basis for better teaching or other service.

2. Measures of pedagogical skill such as evaluations of prior experience, education in pedagogy, or demonstrations of effectiveness as a teacher, counselor, librarian, or other faculty member.

3. Specific preparation to offer instruction or other service narrower in scope than a discipline. (For example, when hiring someone to teach piano, the college would require not only qualifications to teach music, but specific qualifications to teach piano.

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[11] AB 1725, Section 4 (p) (1): " The laws, regulations, directives, or guidelines should help the community colleges ensure that the faculty and administrators they hire and retain are people who are sympathetic and sensitive to the racial and cultural diversity in the colleges, are themselves representative of that diversity, and are well prepared by training and temperament to respond effectively to the educational needs of all the special populations served by community colleges."

[12] AB 1725, Section 8736a: In establishing hiring criteria for faculty and administrators, district governing boards shall, no later than July 1, 1990, develop criteria that include a sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of community college students.

Clear and complete job descriptions, including all job-related skills requirements and any additional qualifications recommended by the faculty when appropriate, are prepared for each position, and these job descriptions are reviewed before each position is announced, to ensure conformity with the community college's affirmative action and nondiscrimination commitments.[13]

It is the intent of the district that approval of open positions and initiation of the hiring process be early enough in the year to allow for all procedures to be undertaken in a thorough and thoughtful manner, ensuring that the hiring process is completed during the academic year, whenever possible, and well in advance of employment.[14] The length of the advertising period should be at least two months to allow for adequate distribution and response and to help obtain larger and more balanced pools of applicants.

Selection Committee Procedures

Composition of Committee. The selection committee shall consist of at least four faculty members appointed by the academic senate in consultation with the faculty of the discipline or subject area. The area administrator shall also be a member of the committee. The department chair (if any) shall be one of the faculty members appointed. One member from the affirmative action committee shall be appointed by the academic senate to each selection committee. When appropriate, a faculty member may be appointed from the subject area at another college or university. Also the academic senate may appoint a classified staff member and/or a student to the selection committee. All members of the selection committee shall be knowledgeable about the affirmative action goals and procedures of the district which shall be reviewed by the committee. The affirmative action office shall review the composition of the committee with the senate president or his/her representative. The initial meeting of this committee shall be arranged by the area administrator; the committee shall then select its ongoing chair who shall be a faculty member from the discipline or subject area.

Review of Applications. The selection committee shall review all applications and shall select those applicants for an interview who best meet the desirable qualifications listed on the job description, as measured by evidence of professional qualifications, including educational background and experience. All relevant academic information shall be submitted to the selection committee including transcripts and letters of recommendation.

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[13] AB1725, Section 4 (t) (5): "Clear and complete job descriptions, including all job-related skills requirements and any additional qualifications recommended by the faculty when appropriate, are prepared for each position, and these job descriptions are reviewed before each position is announced, to ensure conformity with the community college's affirmative action and nondiscrimination commitments."

[14] AB 1725, Section 4 (t) (4): "The time between the announcement of the position and the selection of a candidate for hire is long enough to allow a thorough, complete, and thoughtful search." And Section 4 (t) (8): "Final hiring decisions are, whenever reasonably possible, made during the regular academic year and promptly communicated to the faculty...."

The desirable qualifications of the district may well be higher, but may not fall below the state's minimum qualifications. Each individual employed must possess qualifications that are at least equivalent to the applicable minimum qualifications specified in regulations adopted by the Board of Governors. Thus, local equivalency procedures shall be developed and agreed upon jointly by representatives of the governing board and the academic senate.[15]

The faculty on the selection committee from the given discipline or subject area shall make the determination whether applicants meet the desirable qualifications, the state minimum qualifications, or, when applicable, their equivalents as specified above.

Evaluation of Candidates. The selection committee shall evaluate candidates in regard to subject area knowledge and competency, teaching and communication skills, commitment to professional growth and service, potential for overall college effectiveness, and sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, and ethnic backgrounds of the district's students.

The committee shall formulate interview questions (including an appropriate follow-up question procedure) to ensure a thorough assessment of the candidate's qualifications. The committee shall also provide for appropriate teaching demonstrations, writing samples, and/or other performance indicators related to the subject area. All pertinent provisions contained in the district's collective bargaining contract shall be observed.

The committee shall conduct interviews and use a rating system to evaluate responses. Individual committee members must be present for each interview in order to participate in the evaluation of candidates. All evaluation procedures shall be reviewed by the affirmative action office.

The chair shall lead the committee discussion regarding strengths and weaknesses of the candidates and summarize final committee rankings. The committee may include rankings and/or written comments for each candidate as a further means of communicating its recommendations. In case the list of faculty to be interviewed is large, the selection committee may wish to schedule second-stage interviews for those

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15 AB 1725, Section 87359: "No one may be hired to serve as a community college faculty member, instructional administrator, or student services administrator under the authority granted by the regulations unless the governing board determines that he or she possesses qualifications that are at least equivalent to the minimum qualifications specified in regulations of the board adopted pursuant to Section 87356. The criteria used by the governing board in making the determination shall be reflected in the governing board's actions employing the individual. The process, as well as criteria and standards by which the governing board reaches its determinations, shall be developed and agreed upon jointly by representatives of the governing board and the academic senate, and approved by the governing board. The agreed upon process shall include reasonable procedures to ensure that the governing board relies primarily upon the advice and judgment of the academic senate to determine that each individual employed under the authority granted by the regulations possesses qualifications that are at least equivalent to the applicable minimum qualifications specifed in regulations adopted by the board of governors. The process shall further require that the governing board provide the academic senate with an opportunity to present its views to the governing board before the board makes a determination; and that the written record of the decision, including the views of the academic senate, shall be available for review pursuant to Section 87358."

considered best qualified. Teaching demonstrations or other performance tasks may be deferred to this time.

From among those interviewed and considered well-qualified, the committee shall select up to four candidates for reference checks. Reference checks shall be conducted by the area administrator and the selection committee (faculty) chair and shared with the selection committee before names are forwarded. Reference checks shall include academic background, professional experience, and personal qualities relevant to performance in the faculty position. The committee shall recommend up to three candidates to the college president for final consideration. The candidates whose names are forwarded shall be the best qualified to fulfill the requirements of the faculty position. If the committee cannot recommend any of the applicants the hiring process shall be reopened.

Selection of the Final Candidate. The president shall review the selection committee's recommendation, the qualifications and the reference checks on the final candidate. The president may interview the finalists and conduct additional reference checks.

Final hiring decisions are, whenever reasonably possible, made during the regular academic year and promptly communicated to the faculty, the expectation that faculty recommendations regarding the hiring of faculty shall normally be accepted is reinforced, and only in exceptional circumstances, and for compelling reasons communicated to the selection committee and to the president of the academic senate of the college, will someone be hired as a faculty member who has not been found to be among the best qualified by the faculty.

The selection of the finalist to be recommended to the chancellor and board of trustees shall be made by the college president in joint consultation with the selection committee chair, the area administrator, and the academic senate president. If exceptional circumstances and compelling reasons exist why the president cannot choose any of the final candidates recommended, then he or she shall meet with the selection committee to discuss these issues. If the selection committee and the president cannot reach an agreement as to a candidate, then the president shall put his or her objection in writing to the selection committee and to the academic senate president, and the position shall be reopened.

Review and Revision

This hiring policy and its procedures are subject to review and revision at the request of either the academic senate or the board of trustees. Such revised policy or procedures shall be mutually agreed upon by both parties before it replaces the previously agreed upon hiring policy or procedures.

THE ACADEMIC SENATE
FOR CALIFORNIA COMMUNITY COLLEGES

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